

DCI  
12 Mar 1980

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3rd Anniversary Report

Stock-taking

Interest due injection into campaign by Bush last week

Your original charge:

1. Produce good intell.
2. Ensure under control - legal, propriety
3. Manage community

I Manage Community

Made some progress - basic fact no one wants community -  
too many parochial bureaucratic interests

Have consolidated budget process - produce good budget  
document - significant step forward

It provides a more logical use of funds

Does not do much to eliminate waste and duplication

✓  
  
yet found way to <sup>get at</sup> ~~attack~~ them with <sup>respect</sup> present authorities

One area real unquestioned community improvement is

FBI-CIA on CI

Immensely better

Thanks to Webster

II Ensuring under control

Means CIA - 2 distinct issues needed attention

1. No DCI had really brought 4 separate operating  
directorates into which CIA divided under his  
control

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Mechanisms such as personnel management were  
all dispersed - with little expectation of  
a Director's role and almost no capability  
for one

2. 3 years ago Agency was just beginning adjustment to  
oversight process

Particularly difficult for group accustomed  
isolation under cloak secrecy

Both adjustments--centralized control and oversight--painful

Emphasize - never felt any inclination to deliberate evasion,  
or desire accomplish task in contravention of rules - if  
anything, too responsive (should have said no to some past  
pressures)

But strong culture of "we know best how to do it - no one  
else can possibly understand" - "tell us what you want  
and leave us alone to do it"

Fierce pride great asset - also liability - particularly  
during period intense change such these 3 years - esprit  
encourages a "we" - "they" attitude revisits imposed change

Well along ensuring responsiveness to Director and DDCI -  
personnel management, etc.

Concern to institutionalize

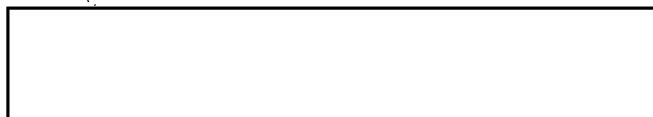
If don't and power drifts back to lower levels in  
Agency and oversight slackens - could be back in  
trouble - not out maliciousness - overenthusiasm -  
overresponsiveness

III Good Intell.

A. Bush charge - HUMINT collection neglected

Not so -

- (1) Appears to be case bec \$ in sat program receive  
so much attention



- (2) Reverberations are from '77 reduction and from fact  
I'm asserting Director's control over DDO (legalities,  
proprieties) where virtual independence resigned  
Old guard defending its turf with certainty  
it knows best

Reduction in retrospect still good move and necessary

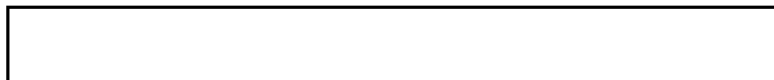
- (1) Purge old-timers - couldn't adapt to oversight and  
DCI control - Overweighted at top

(a) Have moved to double input at bottom

- (2) Overstaffing -

Discouraging younger generation - too much  
supervision

2 areas where are problems in HUMINT:



Enticing overseas service - qual recruits hi

*Pres Pol Intell*  
B. Quality of product

Best in such areas as SALT - where persuasiveness of work  
and staying out of politics helped Admin credibility; and  
economics where 1977 oil predictions holding good; and  
warning of military actions -

VN - Kamp

PRC - VN

USSR - Afghan

Less precise on more subtle pol issues such societal change

Always will be most difficult area

Some built-in cultural problems here, too

- Not policy oriented - good - but then*
1. ~~Tendency~~ to be academic - searching for truth,  
pleasing other analysts - rather than timely  
support to policymakers - Like rec academics, fear  
charge of being superficial (timeliness sometimes  
precludes depth)

- Finding truth -*
2. Aversion to alternative explanations vice single  
definitive prediction

Must have been burned by charges of waffling

Bowie injected important intellectual ferment -

needed to be stirred up, was complacent -

especially need for long-range research - *tends vice facts*

Successor complementing with better

administration - *Not satisfied - trying*

will endeavor

Have not tried to be as comprehensive  
on what's going on - assumed had so  
many sources of up-to-date specifics

Also frankly very difficult to keep  
abreast your specific interests.

*Bi-weekly mtp*  
4

*Sumner  
Land Reform  
Can Cab  
Inflation*

Appreciate your efforts to include  
me in dec process - Never would have  
suspected degree of your interest  
some topics you listed  
Will attempt reshape

IV Bottom line

1. Well along major change in intell. process

3 years introduced major new amount oversight - never  
before anywhere

Exec Branch - much more control, check points

Legis - almost all new

Even public - press

2. Achilles heel is secrecy

Hughes-Ryan

FOIA

Agee

More appearance than fact

Essential element - stop leaks - mainly from Exec Branch -

(1) Authorized backgrounders that exceed what should say

(2) Unauthorized leaks to affect policy

If can't staunch flow - no legis or promises will help -

collaborators will see we're unreliable

3. I believe we've made great strides in 3 years in restoring

public esteem and confidence externally and pride and

morale internally - on way up on both counts Good people

*NTD*

Finally, need your continued support if going make any  
more progress on bringing community together - not so  
much \$ as appearances of backing to be DCI not CIA

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